

29 January 1960

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Inspector General Survey - Office of Personnel;
Career Service Program

1. This memorandum is for your information only and concerns two Inspector General reports.

2. The first is our review of the Agency Career Service Program. This review was undertaken simultaneously with a re-inspection of the Office of Personnel and with a study of personnel management in the Agency. The original inspection of the Office of Personnel was conducted in 1953. In the following I have attempted to summarize some of the highlights of the inspection of the Office of Personnel. However, I would suggest that you would find it worthwhile to read in full our report on the Career Service Program, which is only 37 pages long.

3. I should advise you that the report on the Career Service Program was a very difficult one to prepare. In preparing it we discussed career service with all of the senior officers of the Agency and a very large number of the working level personnel who work on the Career Service Program. It would be only fair to say that career service is still an extremely controversial subject in the Central Intelligence Agency. I would also note that it is a program which is

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being handled differently in the various components of the Agency. And, finally, I would call to your attention that there is considerable skepticism in the Agency about our Career Service Program, but, more particularly, as to whether we have yet achieved a program which truly attracts personnel to make a career in CIA. In this study we have concentrated on arriving at proposals which we believe will make career service work in the framework of the present organization of the Central Intelligence Agency.

4. The Career Service Program occupies the full time of ☐ officers and clerical personnel, while some ☐ senior officers devote some of their time to the Career Service Program.

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5. The Office of Personnel has a total of ☐ individuals. In addition to these, there are ☐ (with the career designation of) Personnel Officers in the DD/P, ☐ in the DD/S and one in the DD/I. The reason that the DD/I figure is so low is that the DD/I has continued to manage his personnel with DD/I career officers rather than Personnel career officers. Needless to say, the Agency should be concerned about the number of people categorized as Personnel Officers. As you can see, when you include the number of individuals working on the Career Service Program with the number working in the Office of Personnel and the strictly Personnel administrators in the various components, CIA has well over ☐ full time employees

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handling personnel matters. It should be acknowledged, of course, that some of our personnel work is much more concentrated than that in the average government department; to wit, the handling of contract personnel and outside agents.

6. In summation, here are some of the highlights of the work of the various major components of the Office of Personnel:

a. The Contract Personnel Division, which has a total of six professional and four clerical personnel, has two branches-- a Special Contracting Branch and a Staff Agent Branch--which handles a total of contract personnel.

b. The Benefits and Services Division, with a total of clerical, handles, among other things, six to seven thousand transactions a month in the more than hospital contracts; the Benefits and Counselling Branch supervises the work of our Credit Union which is the third largest in Washington and the fifteenth largest nationally, with a total of more than \$5, 900, 000 on deposit, \$3, 700, 000 out in loans to people; in 1958 paid a four and one-half per cent dividend of \$189, 000.

c. The Personnel Operations Division has a total of clerical employees and is divided into Special Recruitment, Clerical Recruitment, Departmental Recruitment, Clerical Assignment, Qualifications Analysis, and Career Service Support. This division must fill the Agency's recruitment needs

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which reach the nature of

communicators annually. More staggering are the efforts required to bring on board this number of people. For example, Special Recruitment conducted 4,065 interviews, recommended 1,170 for employment, of which 615 were sent to Security for clearance, and finally 171 entered on duty. Clerical Recruitment conducted 7,394 interviews, recommended 1,743 for employment, of which 1,396 were submitted for Security clearance, and 845 entered on duty.

d. The Records and Services Division of personnel has a Transaction and Records Branch, a Statistical Reporting Branch and a Central Processing Branch. We have 150 Agency personnel forms and, in addition to these, use more than 81 Federal Government personnel forms. The Statistical Reporting Branch prepares 708 recurring reports; in the space of one year this division charged out

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e. Finally, the Personnel Office has a Salary and Wage Division and a Mobilization and Military Personnel Division, the latter which handles all of the work for the military officers and enlisted men (as of 1 December 1959).

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7. One of course should acknowledge that generally speaking all of our employees engaged in personnel work are competent and

hard working, with of course the usual exceptions. On the other hand, we have been seriously handicapped in this Agency by an ambivalence by which on the one hand we try to act as a clandestine service, and on the other hand try to adhere to the standard practices generally followed by Civil Service throughout the government. Consequently, bureaucratic practices and procedures are solidly entrenched in the area of personnel management. Extensive use of standard personnel forms is a case in point. Detailed, repetitious and inconsequential information is recorded not only in the Office of Personnel but in the employee's own component and there is little effort to destroy material of no value. It is my opinion that the Agency could greatly simplify all of its procedures in the personnel and career service field with considerable savings. But beyond this I consider it most important that strenuous efforts be devoted toward improving the caliber of personnel management in the Agency at all levels of supervision. To this end I am submitting to you separately a program for executive seminars to be conducted on a compulsory basis for all senior personnel. This would then be followed by more extensive and formal training for supervisors at the Branch and Section levels. 25X1A

8. Finally, I would call to your attention one very important factor which permeates all of our career service and personnel management problems. With the division of the Agency into three autonomous components there is no single focal point below your

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office which controls the destiny of personnel. Consequently the ultimate authority on an individual's career is his Career Service, of which you will see in the report on the Career Service Program there are many. This makes a highly decentralized system and results in the fact that the average employee basically acquires no loyalty to the Agency in the similar manner as a Foreign Service Officer acquires a loyalty to the Foreign Service. You should also recognize that the authority of the Director of Personnel is an exceedingly limited one, confined largely to making recommendations and persuading the various components as to what to do with their personnel. As I said above, our present organization limits what can be done in this field and I would acknowledge herewith that our recommendation of a Career Development Board is not the final or best answer. We considered proposing a Director of Career Service, reporting directly to you, but abandoned this as we felt it unfeasible under the present organization.

9. The Deputy Director/Support and the Director of Personnel have already received copies of the survey of the Office of Personnel. Copies of the Career Service Program study will be sent to each of the Deputies and the Director of Personnel.

Attachments: 2

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Lyman B. Kirkpatrick
Inspector General

cc: DDCI (w/attachments)

DD/S and D/Personnel (w/Career Service Program attachment)

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Attachments